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OTE 88-0709

3 March 1988

MEMORANDUM FOR: Chief, Planning and Component Support Division/
Office of Personnel

25X1 FROM:

Chief, Plans, Evaluation and Development Staff/
Office of Training and Education

SUBJECT: Information for NAPA Study (Item 7)

Carlo,

1. We have put together a short paper describing the Agency's training program, including resources devoted to training.

2. Also, we have included an organizational chart and one of our most popular brochures, Training for Intelligence.

3. As you read these materials in conjunction with the rest of your papers, you may find gaps in our training description. Please call me on

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Attachments (3)

Unclassified when
detached from attachment

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What is the nature and scope of the Agency's training program?

As in any organization, training in CIA takes place in several different modes. Individuals receive on-the-job training from their offices that is component-specific. They also undertake self-instruction through CIA facilities. And they enroll in a wide variety of programs at universities and non-Agency training facilities in and out of this area.

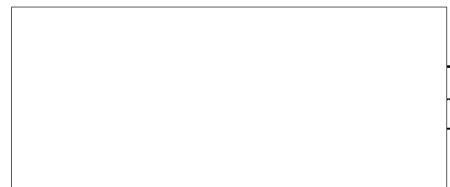
The bulk of Agency training, however, is conducted by the Office of Training and Education (OTE) (see attached brochure). OTE trains in numerous job skill areas, provides orientation programs, and instructs in management and personal relations.

Skills training includes: a large effort in languages; substantial instruction in secretarial training, operational tradecraft, and analytical techniques; a variety of courses and workshops in information sciences; and special programs in Russian studies and science and technology.

Orientation courses are diverse. The largest is the Career Trainee (CT) Program, which lasts about a year and exposes the student to all aspects of our work. This premier program is one for which applicants are selected on the basis of superior abilities demonstrated in academic achievement, prior employment, and testing. Upon successful completion of the program, the student is assigned to one of the four directorates that make up the Agency.

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Orientation for those who enter the Agency through channels other than the CT program typically has two elements. All new employees (other than CTs) attend a course of short duration that introduces the Agency and some of its procedures and presents materials on ethics. In most cases, the individual also receives an orientation to his specific directorate as well.

Instruction in management and personal relations is an area in which we have made considerable change in recent years. Dissatisfied with our management training program, we overhauled it in 1986-87 on the basis of surveys of our workforce and inspection of similar programs in other organizations. Today, all who accept supervisory positions are required to attend two courses, one concerned with managing in CIA and one with leading in CIA. A variety of management electives provides opportunities for the individual supervisor to enhance his abilities in areas such as counseling or dealing with problem employees.

Our executive development program includes a required executive seminar (taken as one moves into the ranks of SIS's) and a battery of electives and workshops. The electives range from field trips to meet other senior executives (most often in the private sector) to Outward Bound programs. Workshops are conducted regularly to discuss books by distinguished authors in the field of national security and intelligence.

We have just launched a new "working with other people" program that is intended to help rank-and-file employees deal more effectively in team settings and with personalities substantially different from their own. This

sort of training has been available in the past for our secretaries and managers through their particular programs. Our new effort is directed at employees who do not fit either of these categories.

In addition to this sort of regular classroom training, OTE sponsors conferences and symposia for the Agency at large. In recent times, this has included a series of large-auditorium presentations by distinguished economists, conferences on scientific topics, and presentations by people known for their outstanding work in the field of national security.

(In addition to the programs conducted by OTE, the Office of Equal Employment Opportunity presents courses and workshops that deal with issues surrounding the effective integration of minorities and women into the workplace.)

25X1 OTE meets its mission by applying the efforts of some [] people in numerous different occupations to training at numerous facilities in the US and abroad. Line divisions organized by broad subject areas bear the brunt of the training effort (see attached organizational diagram). Most training takes place at our facility at the Chamber of Commerce Building (Arlington).

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25X1 [] Some of our courses are conducted at the CIA headquarters building. And we take training in secretarial and management skills to the field.

A relatively recent development in our training organization is the collection of certain OTE-wide functions under a Deputy Director for Curriculum (DDC). The DDC has primary responsibility for assuring that resources for curriculum uses are deployed consistent with the known training needs of the Agency. This means that he must regularly review course content, student evaluations, and changing methods of teaching at other organizations. He is responsible for a line item review of division budgets to assure they are consistent with division missions and the interests of our clientele. And he conducts a course-by-course audit with the divisions of each course in the process of identifying which courses and/or programs will be more thoroughly reviewed each year. Typically, these processes result in the deletion of about 25-30 courses a year and the addition of a similar number.

In addition to an evaluation and design unit, the DDC area includes two units that provide services to OTE generally. One -- a media production branch -- aids in television and graphics production. The other -- a computer-based training (CBT) group -- both designs and maintains CBT materials for the Agency at large.

OTE operates and is adding to a stock of learning centers. At present, it has centers at headquarters, the Chamber of Commerce building, [REDACTED]

[REDACTED] It has plans to open several more over the coming years, including [REDACTED]

In short, the Agency invests considerable resources in training and career development. Resources allocated for this effort are outlined on the next page.

Resources Devoted to Training ProgramsOffice of Training and Education (OTE)*

Non-Personal Services Budget

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FY 1989
FY 1988
FY 1987
FY 1986
FY 1985
FY 1984

Congressional
Operating

Agency External Training

FY 1988
FY 1987
FY 1986

Operating
Operating
Obligations

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* In addition to OTE, other components spend approximately per year on internal programs.

OTE Positions

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FY 1989
FY 1988
FY 1987
FY 1986
FY 1985
FY 1984

Congressional

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Information for NAPA Study (Item 7)

FROM:

Chief, PEDS/DDC/OTE
Room 1022, CoC

EXTENSION

NO.

DATE 3 March 1988

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Chief, PCSD/CAP/OP

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